

Assistant Director for Research and Reports

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Acting Chief, Administrative Staff, ORR

ORR Career Planning

Problem

To have enunciated a policy for obtaining and utilizing in ORR a balance of professional talents by the implementation of a program designed to foster the development of the individual; to introduce new concepts and techniques of research; and to create a framework for professional opportunity and prestige.

Assumptions

- a. That the long-range development of employees in ORR is desirable.
- b. That new blood at all levels must be continually brought into the Office.
- c. That additional part-time working level experts over and above the permanent nucleus are essential.
- d. That formal recognition of work performed and provision for opportunity to advance within a given profession is essential to the morale and maintenance of competent professional personnel.

Facts

- a. A number of young professional personnel have joined ORR in part, at least, to avoid the draft. Some of these are now "on the fence" as to whether they will leave for other employment. They need psychic as well as financial incentives to encourage them to stay.
- b. A major concern of these young professional personnel, as well as of those potential employees contacted for recruitment, is whether or not they will be able to advance themselves professionally. Can they continue academic training? What contacts can they maintain with non-governmental professional personnel in their particular field?
- c. Most intermediate and top level economists do not want to give up their careers to work for government. However, they are willing to come in for short periods, either as consultants during the summer and periodically thereafter or on a one-year basis.

d. The presence of respected economists in ORR, even if only on a consultant basis, will be an important attraction in the retaining and recruiting of trained economists for ORR.

e. Consultants must be brought for sufficient periods of time to permit them to actually consider the problems and give well thought out guidance. While one-night or one-week stands have some utility, they are not the real answer to the problem.

Discussion

a. The adoption of the 1953-54 research program for ORR marks a new phase in the growth of the Office. To date considerable time and money has been spent in the development and staffing of an organization equipped to successfully fulfil a defined mission. The period for this capital investment must now succumb in large part to the pressures for production. However, there still remain many significant gaps into which must go further investment if the 1953-54 program is to be fulfilled in the manner expected.

b. The most outstanding of these gaps is the lack of a coherent long-range plan for the acquisition, utilization, and training of ORR personnel. The problem is particularly unique and compounded by the nature of the ORR mission, i.e., research and coordination, and by the difficulty in hiring and holding the type of personnel needed to meet the demands of this mission. Two problems must be met: (1) There must be sufficient interest stimulated in the nature of ORR research to attract and hold the best professional minds available. This calls for a well-laid on public relations program both internal and external; (2) Incentives must be provided to assist in building a solid career nucleus. This calls for more internal flexibility in the rotation of individuals, the future utilization of existing training facilities, the application of a consistent and fair promotion policy, and the development of a professional environment which will provide prestige and challenge.

General Proposal

The following suggested program consists of a three-part proposal which, if implemented immediately, should make its effects felt on the 1953-54 production schedule.

a. Consultants -- Past experience has indicated that the type of academician needed in the ORR research program, while abundant in universities in the country, are not available for full-time government employment. Therefore, recognizing semi-failure to lure from university campuses the types needed in our work, it is proposed that a program be established through which full-time summer employment can be provided for from six to ten capable economists. These persons can be assigned to specific units and projects, and called in throughout the year for short periods to continue guidance and review on specific research projects. Such a program, if approved, needs to be laid on at a high level and will involve

personal contact in cooperation with OO/C and Personnel.

b. Leaves of Absence -- Since the principal problem in getting capable academicians is the individual's reluctance to give up a teaching career for government employment, it is proposed that a carefully laid on public relations program be undertaken to develop key contacts in universities and promote with these contacts the use of university personnel on a leave basis for one year. A program of this type to be successful must assure proper use of the individuals coming on leave to the Agency and must also be attractive in terms of the individual's own academic career, since it is reported that there is the feeling in some universities that a tour of duty with CIA is a blank spot in an academic career.

c. Internal and External Training: Career Folder Program -- In the interest of developing in OHR a career body and at the same time stimulating the incentives of the individual, it is proposed that a comprehensive study be made of all OHR personnel to the end of outlining on an individual basis, a tentative career program which will include, among other things, individual rotation, sabbatical leaves for independent research and education, external educational benefits, internal training, coupled with a consistent promotion policy. Some of the staff work to accomplish this proposal has been undertaken but much remains to be done.

Recommendations

a. That approval be given and delegation of responsibility made to undertake immediately the implementation of proposal a. above in order to assure that the way is cleared for the summer 1953.

b. That a study be made and presented to Staff Meeting on a proposed program to implement b. above, and on adoption of the program that delegations of responsibility be made.

c. That on the receipt of a study now being undertaken by St/A, the CSB/RR develop policies to guide divisions in the development of a career folder program for promising careerists within OHR to include long-range career outlines.

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This program has been discussed and approved in principle by

St/A/RR/